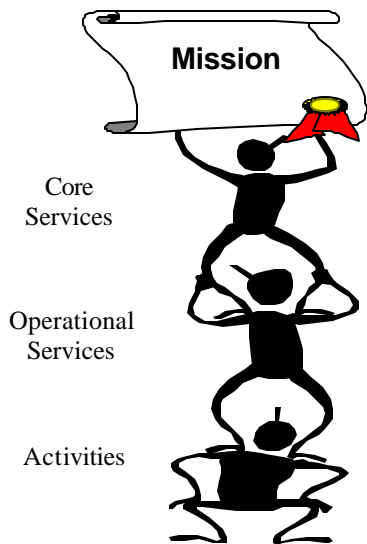


Align to Mission



Purpose: The purpose of Alignment is to make sure that an organization's activities and services accomplish its mission.

Key Concepts:

- ❖ Alignment helps an organization answer the question, "Are we doing the right things?"
- ❖ The "right" things or core services deliver what customers want.
- ❖ The successful delivery of core services achieves the mission; likewise, all activities and operational services enable the delivery of core services.

What is it?

Alignment is a process that engages the entire organization around a few key questions: who are our customers and what services do they want? What services are we currently providing? What is our existing mission? Do we need to do anything differently to ensure that our core services meet customer needs and accomplish our mission?



During the process of answering these questions an organization may discover that some of its services do not reflect the customers needs or are outside the scope of the mission. The process is designed to involve staff in clarifying what the organization does, rethinking its purpose and making adjustments when necessary. Alignment ensures that what we do gets us to where we want to go.

One of the benefits of alignment is that people see how what they do on a day-to-day basis really counts toward accomplishing the department mission.

Kevin O'Connor
Electrical Superintendant
Streets and Traffic

Benefits of Alignment

Here's a summary from those who have been through the process. Alignment results in:

- ❖ Revitalization of the group's mission
- ❖ Clarity on Core Services and how they achieve the Mission
- ❖ Clarity on how each individual's efforts contribute to accomplish the mission
- ❖ Potential discovery of organizational capacity as the groups examine services and determine that some may not necessarily belong or may need to be changed
- ❖ Much greater focus on what customers want

How do we do it?

SERVICE GROUPS AND CORE SERVICES WORKSHOP:

- Draft list of Service groups and definitions.
- Draft list of Core Services & their definitions
- Validation of Core Services with key questions

TIP: In developing the list of core services it may be helpful to remember the customers. A simple listing of the customers is one way. Another is to use the customer matrix. The customer matrix helps the group to see its internal and external, as well as direct and indirect customers. Use of the customer-supplier model shows the group that they play both roles and that experience in one role informs the other.

Before this meeting, the coach, the facilitator, and the Department Director should meet to review the agenda of the meeting.

1. Convene a meeting with people in the organization who understand the business of the organization and are seen as leaders, i.e., the key functional players. This group should include key front-line employees. The number of attendees should not be more than 15 per facilitator to keep the meeting manageable. Ask another facilitator or coach for assistance if there are more than 15 people. You will also need a few designated scribes. The senior leaders of the organization and department support team members should attend the meeting.
2. Explain the ALIGN TO MISSION (Attachment 1) model to the group and the terminology. Emphasize the description under WHAT IS A CORE SERVICE (Attachment 2) to make sure the group understands this concept.

Lessons Learned

Staff feels an intrinsic need to see what they do, their project, reflected in the core services. Core services are not the specific projects accomplished within the organization. Core Services tend to be broader and encompass a number of "projects" or "programs."

"It's the collective management of core services at the service group level that translates the long-term direction of the organization into improvements in service delivery."

Craig Holt
Managing Total
Performance, Inc.

3. Ask the group to brainstorm for 10 minutes to **identify all core services** they think the organization is providing. Use appropriate brainstorming methods by choosing one the following:
 - **Silent Brainstorming:** Write their ideas on post-it notes in silence for 5 minutes and pass them to the facilitator. The facilitator reads the ideas out loud before posting them on the board to stimulate other ideas.
 - **Small Group Brainstorming:** Have the participants count off to form small groups of not more than six or seven. Have them brainstorm together and come up with a list of ideas. As groups report out, only new ideas are added to the list. This minimizes duplication and reporting time.
 - **Round Robin Brainstorming:** Start with a person on your left or right and ask them to say out loud their idea. The facilitator records the idea on the post-it notes before posting it on the board, then asks the next person to continue. If this person does not have any **new** idea, then just says pass. Go around the room twice to complete the round robin. After that, stop and ask the group if they have any new ideas that are not captured on the board. Write new ideas on post-it notes, and then post them on the board.
 - **Random Brainstorming:** Any person can say his/her idea out loud. The facilitator writes the idea on a post-it note before posting it on the board. Ask the group to slow down to allow the facilitator to catch up if necessary. Continue until there are no more new ideas.
4. Review each idea posted on the board against the description of WHAT IS A CORE SERVICE? Ask the group if the idea fits the description. Separate ideas into two groups, one for Yes and one for No, and put the Maybe's into the Issue Bin.
5. Now take some time to **define the core services**. Descriptions can be brief and it's helpful to put them in terms that a customer (resident, council, etc.) could understand. Have the service owners come up with the

Customer Feedback

This is the time to do a check-in with internal customers or logical outside customers to verify that the core services you have identified are those that your customers want from you.

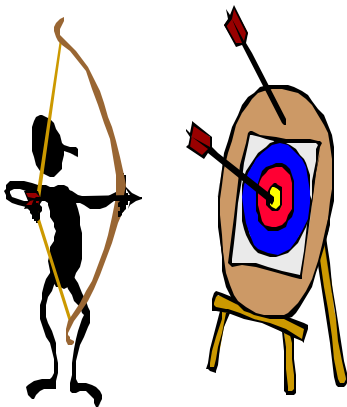
descriptions and then test them against the rest of those present to see the descriptions are clear.

6. Create a **draft list of service groups**. A service group is a collection of core services that serve a similar, higher purpose. Service groups can be used for budgeting purposes or to show how the department could be organized. One way to get there is to ask, "Why do we perform this service?" This will get to the underlying service that is being delivered and will bring out some natural groupings. Service groups provide a higher level view of the services the department provides.
7. As you proceed with the Service Groups, each one must be defined. Take a few moments with the group to define each service group.
8. At this time, the meeting should be concluded. Explain the next steps and thank the participants

MISSION ALIGNMENT MEETING OR WORKSHOP WITH SENIOR DEPARTMENT MANAGERS

Purpose of the Meeting or Workshop:

To develop the contents of the Alignment Model by clarifying the mission, service groups, and core services of the department



1. Convene a meeting or workshop with the senior managers of the department to clarify the mission, service groups, and core services of the department. Review the purpose of the workshop with the group.
2. Begin by reviewing and clarifying the draft list of service groups, core services and their definitions identified in the previous workshop (including those in the issue bin.)
3. Start with the core services. Ask the following questions to determine whether the core service is aligned with the mission:

Keep in Mind

Refining the mission is a messy process. It's challenging and takes time. These questions may help at tough spots:

1. When the mission contains unclear language, ask, "What is your unique contribution to this, (i.e., the vague part)?" This may drive out more precise language.
2. Or, "What bad will happen if this service or section doesn't happen?" This will also clarify purpose and service definition.

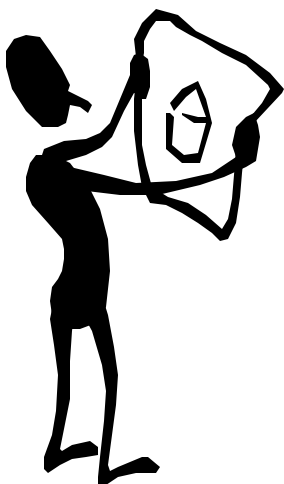
- What does this core service do? A description of each core service and desired results should be clarified at this point.
 - What bad thing happens if the service is not provided?
 - Is this service critical for achieving the mission?
 - Is our department the right one to provide this service? Do we have the expertise? Does it make sense for us to provide it?
 - Where would a customer look to find this service?
4. Separate the core services into two groups, one potentially aligned with the mission, one potentially not aligned. Put the maybe's into the issue bin.
 5. Review the draft list of service groups to determine a final list. Ask the group if the service groups and their definitions still make sense to them. If not, facilitate the discussion around the service groups. Look to see which core services are included in the service groups as part of the discussion. After careful consideration through group discussion, amend the service groups to determine a final list that the group easily supports.
 6. Next, distribute the department's mission statement and review the definition/purpose of a mission statement:

The mission statement should:

- ✓ Briefly state WHY the organization exists
- ✓ Highlight the unique contribution of the organization
- ✓ Unify the Core Services
- ✓ Be memorable – folks should be able to recite it from memory

The Mission statement should NOT:

- ✓ Be a laundry list of everything that the group does
- ✓ Be so general as to work for any department
- ✓ Contain language that is indirect or unclear to the group or its customers
- ✓ If a group wants to add, "effective, efficient," etc., they can – it's up to them, but the assumption is



that everyone performs their services in an effective and efficient manner.

6. Facilitate a general discussion around the mission statement. What do people like and/or dislike about it? Summarize the group's input.

7. Next, double-check the alignment by testing the mission statement against the service groups and the core services. Do they align?

TIP: Different departments may provide similar services in some cases. At times this crossover may be acknowledged and deliberate. At other times it may highlight an opportunity for horizontal alignment.

- ✓ Ask, "Does this service group contribute to accomplishing the mission? Can you see how this service contributes substantially to the mission?" Ask this question for every service group to see if service groups align.
- ✓ Ask, "Does this core service contribute to accomplishing the mission? Can you see how this core service contributes substantially to the mission?" Ask this question for every core service to see if they align.
- ✓ At the same time, approach the alignment using this question as needed, "As you look at the mission, does the mission include the service group or core service of _____?" Ask this question for every service group and core service to see if the mission statement is inclusive of them all.
- ✓ Select a "random" core service from another department and see if it could roll up into the mission. If possible, try to pick a department that delivers services similar to yours. If the other core service does roll up then the mission may be too general, or it may show that the two departments are providing similar services. (Examples of other department core services: Pavement Maintenance, Building Repair and Maintenance, Youth Services).

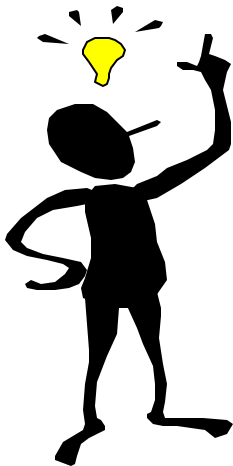
8. You may discover that most services align but that some do not. For those that do not align, you may agree that they

are unique and useful and should remain in the department. Others that do not align may be better provided by another entity. It may not make sense for some to be provided by the City at all. This discussion is critical to the alignment process. Facilitate as many ideas as possible. Ask the group to recognize that this is a critical but also challenging conversation to have due to the emotional and political issues involved.

9. After careful consideration, adjust the mission statement and list of service groups, and core services as needed.
10. Write the department's mission, service groups, and core services onto stickies and place them into appropriate places on the alignment model (draw the model on flipchart paper). Ask the group if the model makes sense to them.
11. At this time, the meeting should be concluded. Explain the next steps and thank the participants.

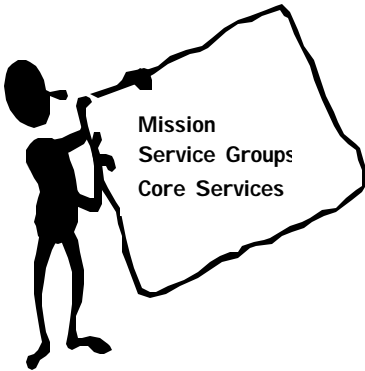
REPORT BACK to DEPARTMENT IMPLEMENTATION TEAM and KEY FUNCTIONAL PLAYERS

Purpose of the Meeting:



To complete the model by obtaining feedback from the department implementation team and key FUNCTIONAL PLAYERS in the department. These are the same staff that attended the Service Groups and Core Services Workshop.

1. Explain that the purpose of the meeting is to obtain their feedback. Present the first draft of the alignment model to the Department Implementation Team and key functional players and explain how the model came together. Ask for their feedback.
2. Revise the contents of the model if necessary.
3. Assign the further development of the department's model to appropriate staff. Assign the development of performance measures for core services to managers and staff who are responsible for delivering that core service.

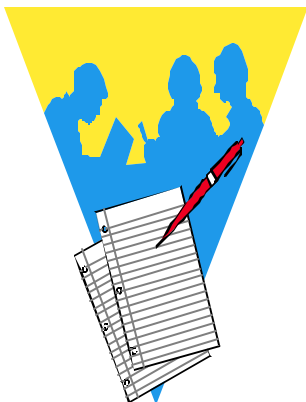


4. Breakdown the core services into operational services (if that is determined to be necessary) and have core service managers assign the development of purpose statements, service definitions and performance measures for the operational services to the appropriate staff with appropriate assistance from department facilitators.
5. Schedule a follow-up meeting. The Department Implementation Team in the beginning should meet once a week or every two weeks.
6. Acknowledge that if any changes are to be made to the model based on the group's feedback, the changes will be made before the department-wide update.

DEPARTMENTWIDE UPDATE

Purpose of the Meeting:

To inform the entire department about the alignment model as it has taken shape in the department. The update should cover the contents of the model: the department mission, service groups, core services. The next steps for the operational roll out should also be outlined and discussed so employees understand their participation.



PHASE II BENEFITS AND CONCERNS

The Labor Liaison and the department labor representative on the Implementation Team and appropriate labor leaders will hold Benefits and Concerns Workshops for department employees. Employee feedback on the Alignment model and their role in developing the model further for their respective work groups will be gathered. The feedback may be shared, as appropriate, with the Implementation Team, the department facilitator and/or the department head and the Citywide Steering Team.

ATTACHMENT 1

What Is a Service Group?

- A collection of core services
- Use for budgeting purpose
- Could be use to show the organizational structure

What Is a Core Service?

- Recognizable as a need by customers
- Customers value and care about the service
- Deliverable products or services to customers
- Has identifiable customers
- First place to develop a balance set of measures
- Clear communication tool to the City Council and the public
- Critical for achieving the mission
- Is unique to the department
- “Nests-up” to a Service Group
- Can be found in the Yellow Pages
- Is billable, countable

What Is an Activity?

- Actions needed to be done to provide service
- A lowest level at which time and labor cost information are collected for Activity Based Costing